



# ***Maneuver Conference***

***General Robert W. Cone***

Commanding General  
United States Army Training and Doctrine Command

***18 September 2012***





# ***Agenda***

---



- **Army is at an Inflection Point**
- **TRADOC Supporting and Transitioning the Army**
- **Supporting the Current Fight**
- **The Structural Transition**
  - **Strategy - Complex Environment**
  - **Army Concepts - Wide Range of Missions**
  - **Army of 2020 & Force Mix/Force Design**
  - **Agile Capabilities Lifecycle Process**
- **The Human Transition**
  - **The Army Profession**
  - **Leader Development**
  - **Doctrine 2015**
  - **Army Learning Model**

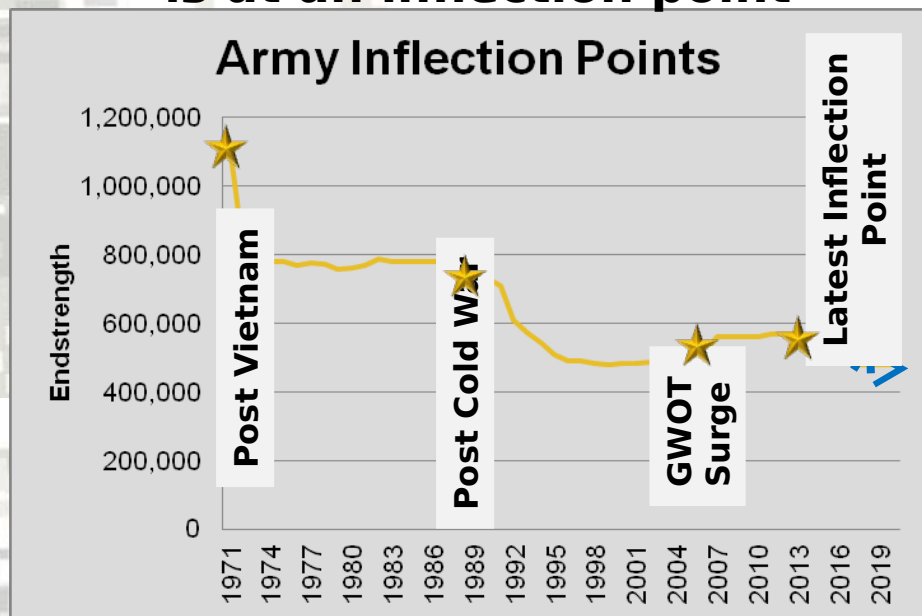




# The Strategic Stage has Changed



Similar to 1973 the Army is at an inflection point



This inflection point is driven by:

- New era of fiscal austerity
- End of wars in Iraq & Afghanistan
- Changes to defense strategy
- Decreasing military manning
- Decreasing OPTEMPO

Meanwhile...  
our  
adversaries  
are adapting



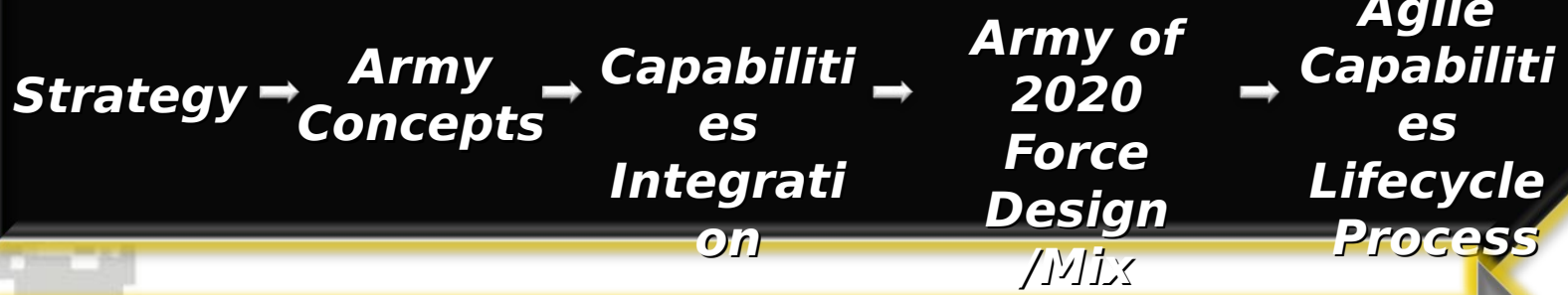


# Supporting and Transitioning the Army

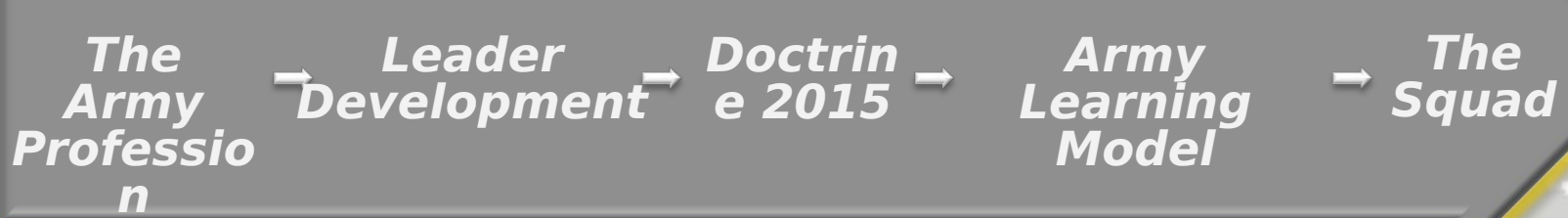
## **Supporting the Current Fight**



## **The Structural Transition**



## **The Human Transition**







# Recruiting, Accessing & Initial Military Training



**Transform civilian volunteers into Soldiers  
competent in their basic / MOS and branch skills**

**From Recruiting &  
Accessing**



**...initial Soldierization  
to...**



**... first unit of  
assignment**



Active Army	FY09	FY10	FY11	YTD FY11	YTD FY12	Delta*
Accessed	63,666	70,026	61,942	58,137	52,589	
Misdemeanor Waiver	4,587	2,806	1,860	1,749	1,090	-0.94%
Felony Waivers	546	197	189	179	96	-0.13%
Juvenile Convictions	257	188	188	178	96	-0.12%
Total Conduct Waivers	5,300	3,161	2,191	2,058	1,260	-1.14%
Dependents	1,482	1,205	788	733	445	-0.41%
Drug & Alcohol	323	0	0	0	0	0.00%
Medical Waivers	4,846	4,986	4,662	4,391	4,102	0.25%
Total Waivers	11,951	9,352	7,641	7,182	5,807	-1.31%
Total Accessed with Waiver	9,938	7,872	6,653	6,259	5,228	-0.82%
	15.61%	11.24%	10.74%	10.77%	9.94%	

**Trainees FY12: 64,136**  
**Effective 17 May 12, new body fat**  
**standard to enter the Army, Male - 24%,**  
**Female - 30%**  
**Soldiers APFT pass before FUA: 100%**

- **Basic Combat Training**
- **One Station Unit Training**
- **Advance Individual Training**
- **Basic Officer Leadership Course**
- **Warrant Officer Basic Course**

**Soldiers who are grounded in Army Values**  
**Soldiers who are prepared to be members of a**  
**team**





# Functional, MTT & Training Assistance



## Functional Training

- MOS Schools
- Inter-service training
- Civilian equivalent certification



## Approximately 79k Inter-Service Students

ACTIVE  
272,847  
ARNG  
106,378  
USAR  
56,369

### **JOINT CMD**

**4,322**

**USAF**

**9,602**

**USMC**

**16,149**

## Mobile Training Teams

- PME & Functional Training
- 71 MTTs with 1537 students
- Combatives - Sniper - Raven UAS

(excluding OCONUS MTTs)



## Collective Training Assistance

- Functional Brigade Certification
- Combined Arms Center-Training
- Combat Training Center-Directorate





# Professional Education for 21<sup>st</sup> Century Leaders



- Shift courses from instructor-centered lectures to collaborative problem-centered experiences
- Tailor learning to the individual's experience and competence level
- Incentivize training and education
- Create Regional Learning Centers
- Learning at the point of need
- Self-structure learning
- Adaptive, career long learning
- Soldier created content (wikis, blogs, apps)
- Connecting Soldiers to Digital Apps (CSDA) initiative

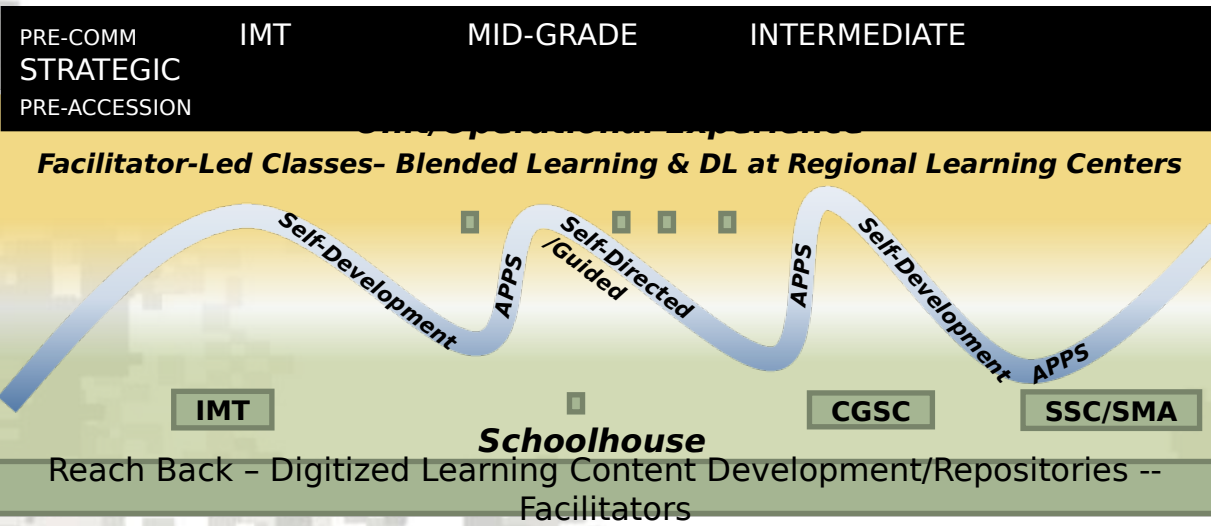


## What's changing

- Bringing back:
  - Training Management
  - Counseling
  - UCMJ
- Learner centric

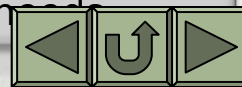
## What's new

- Army Training Network
- University Concept
- Language Training



## 2011 CASAL Results

- 65% of graduates rate institutional education effective
- 44%-55% found knowledge/skills taught useful in next job
- 60% of senior leaders believe NCOES provides needed knowledge, skills & attributes
- Distance Learning needs resourcing







# Seeing the Next Fight



See the  
Next  
Fight &  
Adaptive  
Learning

## Operating Force

Regionally  
Aligned Forces

Subject Matter  
Expert Exchange  
Joint Combined  
Exchange  
Training

Home  
Station  
Training  
Mil to Mil  
Staff Talks  
DEF/CEF units

## Generating Force

Initial Military Training  
Capabilities Integration  
The Army Profession  
MTT/Collective Training Assistance  
Army Learning Model  
Functional Training  
Professional Military Education  
Leader Development  
Agile Capabilities Lifecycle Process  
The Squad







# Strategy in a Complex Environment



## Characteristics

### Lethal

- Well Armed
- Technology Proliferates to Many
- Non-linear Relationship between Economic and Military Power

### Durable

- Victory Ill Defined
- Blurred Transitions, e.g. Conflict to Post Conflict.
- Unexpected Friction

### Asymmetric

- Sidestep US Preferred "Way of War"
- Deny ISR & Strike Options
- Exploit Cyber
- Unforeseen Effects

## Essential Elements of the Complex Environment

- Multitude of Independent Actors with No Central Control
  - Threat, Malicious, and Neutral/Friendly Actors
- Technology Enables Effective Action - Violent and Nonviolent - and Rapid Adaptation
- Lack of Governance or Rule of Law



### Ends

- Wealth
- Resources
- Political authority
- Influence
- Sovereignty
- Identity
- Legitimacy

### Ways

- Competition
- Cooperation
- Conflict

### Means

- Attack the "will"
- Complexity - Chaotic Conditions
  - Anti-access
  - Asymmetry



# Likely Enemy Strategies



## Three Components of Hybrid Strategy

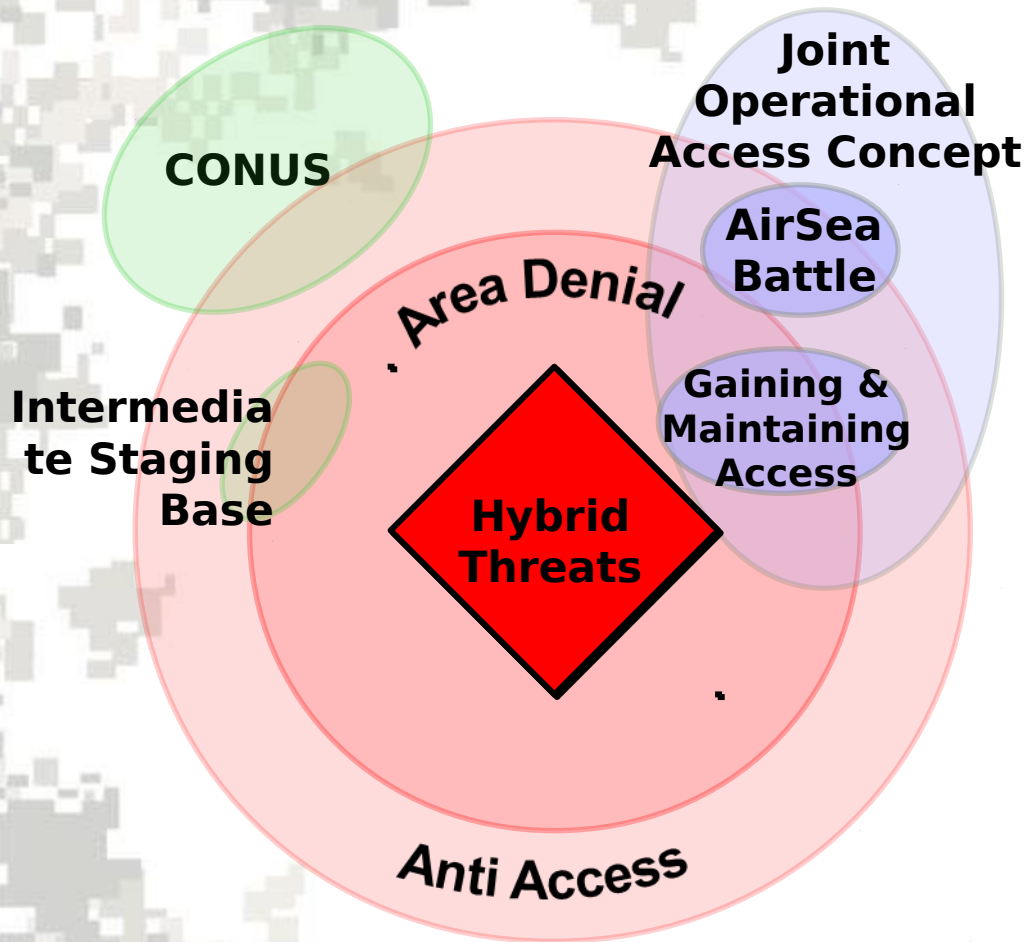
- Nation States or Proxies with a range of capabilities
- Desire to preclude U.S. from executing its “way of war”
- Capabilities that create a “Strategic Dilemma”...

- Recognize *specifically designed to impact U.S. operations* conventional confrontation with the US is a losing proposition
- Focus on US vulnerabilities
- Utilize home terrain advantages
- Nontraditional employment of all possible capabilities
- End State:
  - frustrate US operations
  - ensure survival of key capabilities
  - turn conflict into



U.S. is likely to face a hybrid strategy into the foreseeable future

# Building a Winning Strategy



## US Strategy must contend with

- Terrorism
- Anti-access and area denial campaigns
- Cyber Attacks
- Engage at small unit level
- Use violence, intimidation and coercion against the population
- WMD Threat
- Operating among the people
- Use of anti-tank missiles, IEDs, air defense and SOF
- Use of robotics and unmanned aerial systems
- Electronic warfare to counter US precision





# Army Concepts through the Lens of Defense Strategy



## Then

*A primary focal point for the institution and the operating force*

Army also did missions outside this narrow lens



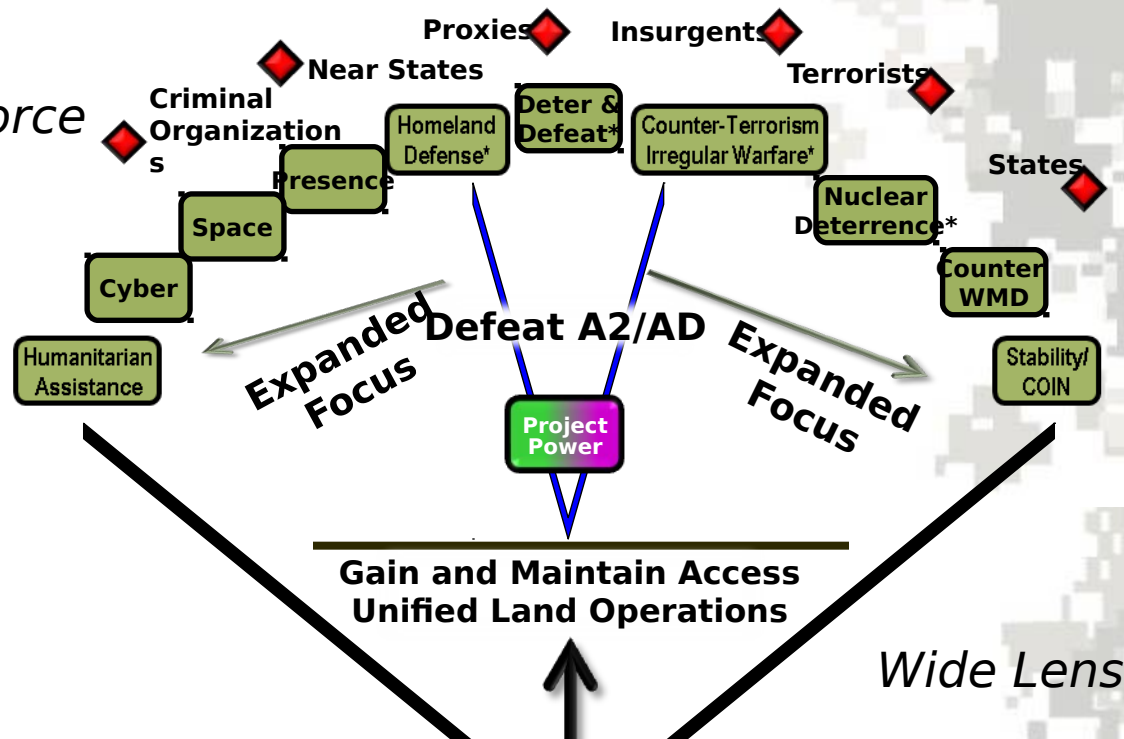
*Narrow Lens*

### Historic Examples:

- Vietnam **COIN**, ROAD
- Post Vietnam - **AirLand Battle**, LIC
- Post Desert Storm - **MOOTW**, FSO

Last decade: **COIN**, FSO

## Now

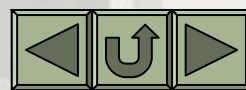


### What the Army Must Do: Prevent, Shape, and Win

Strategic guidance requires the Army to conduct a wide range of missions while retaining the ability to focus more narrowly on projecting power to deter and defeat aggression once a specific threat emerges.

The combination of a narrow focus within a wide lens allows the Army to adjust more rapidly to potential threats.

**The Army must be operationally adaptable and able to win across a Range of Military Operations**







# The Army of 2020's Capabilities

- Fight & Win our Nation's Wars
- Responsive to Combatant Commanders
- Depth & Versatility to the Joint Force through AC/RC Capabilities
- Integrated & Synchronized with the Joint Force
- Flexible & Agile across the full Range of Military Operations
- Innovative & Adaptive Leaders and Units
- Organized, Trained, & Equipped for Unmatched Lethality applied Lawfully, Expertly, & Discriminately

## **Prevent Conflict**

- Maintain Credibility
- Avoid Miscalculation

## **Shape the Environment**

- Sustain Relationships & Build Capacity
- Maintain Internal & Regional Stability

## **Win**

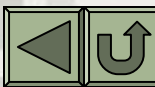
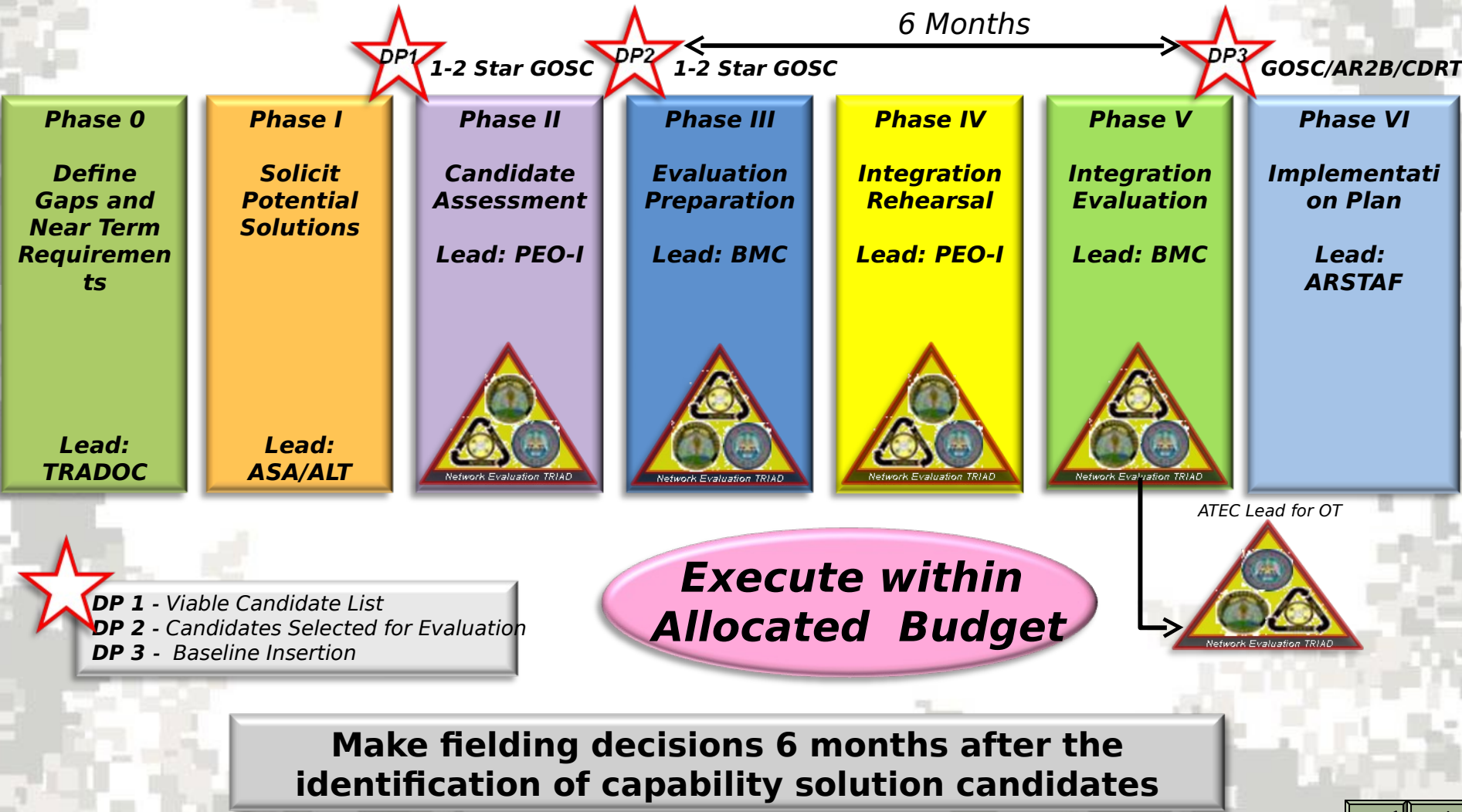
- Decisively
- Dominantly







# The Army Agile Capabilities Life Cycle (aka "Agile Process")





# The Army Profession: Guiding the Human Transition



## Methodology

- Rather than be told what was wrong with the Army, we asked this generation - they were candid
- The most comprehensive study ever conducted on the Army Profession
- Over 40,000 Soldiers and civilians from all cohorts across the Army participated in the study
- Reviewed 15 previous studies, engaged with social media

## Seven Focus Areas

- Army Profession Concepts
- Building and Sustaining Trust Relationships
- Improving Standards and Discipline
- Certifying Army Professionals
- Leader Development for the Army of 2020
- The Army's Culture

Addresses all the major issues

## What Leaders Can Do

### What they

- ☐ Standards
- ☐ Values
- ☐ Enforcement
- ☐ More 'Army'
- ☐ Certifications

- ☐ Include the Army Profession (AP) in command training/LD guidance
- ☐ Generate robust dialog at all levels
- ☐ Leverage trained Army Profession and Ethic personnel (i.e., Master Army Professional Ethics Trainers (MAPETs))
- ☐ Use Army Profession Concepts in iconic events, Soldier & NCO boards, unit functions
- ☐ Command emphasis on standards & discipline (unit NCOPD focus topic)
- ☐ Foster candor & transparency; coaching, teaching, mentoring, and counseling
- ☐ Use Army Profession certification

## Army Profession

- ☐ AP C
- ☐ Profession Pamphlet
- ☐ Case Studies
- ☐ Simulations
- ☐ Digital Applications
- ☐ Website

A Commander's tool to strengthen your unit







# Rebalancing Leader Development



## Current Initiatives:

- Competitive CGSC
- OER block checks
- Doctrine 2015
- Command tour lengths
- Re-aligning brigades with divisions
- Warrior Leader Course 22 day Program of Instruction
- Common Core Curriculum for captains
- Structured Self-Development

## Where to Focus:

- Strength Professional Military Education
- Reinvigorate training and education
- Rebuild our doctrinal underpinnings
- Re-establish mentorship
- Broaden upcoming leaders
- Develop strategic leaders
- Talent management beyond top 10%
- Re-green Institutional Army
- Operational - Institutional Touch Points

## • CTC focus on leader development



- Olmstead Scholar
- Project Warrior
- USMA Faculty
- Advanced Civil Schooling

- Congressional Fellow
- White House Fellow
- Training With Industry
- CGSC Faculty

**Innovative & Adaptive Leaders are the Key to Operational Adaptability**





# Home Station Training for Leaders

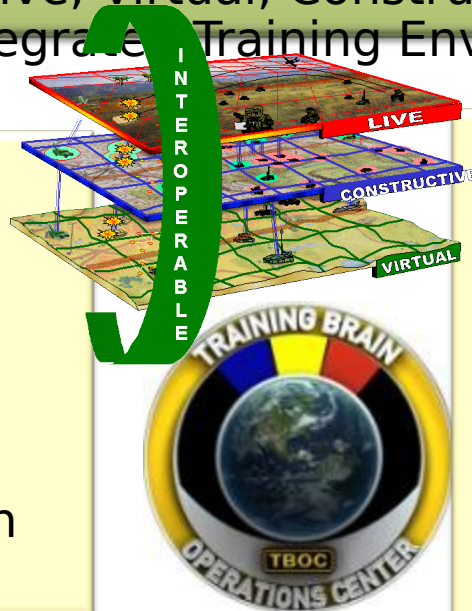


- Home Station Training must capture the imagination
- Re-establish Commanders' ownership of training
- Reinvigorate Training Management
- Regional Alignment of units to train focused on real world scenarios
- Scalable, high-fidelity replication of complex operating environments
- Blended Training (Live, Virtual, Constructive, & Gaming) across Integrated Training Environment



## CASAL 2011:

- 61% state collective training effectively prepared them for leadership while deployed.
- 20% dissatisfied with preparation for deployment operations



## Training Initiatives

- Decisive Action Training Environment
- Training Brain Operations Center – 71 exercises supported last year
- Integrated Training Environment
- Army Training Network –

**Replicating a CTC experience at Home Station**

HTPS





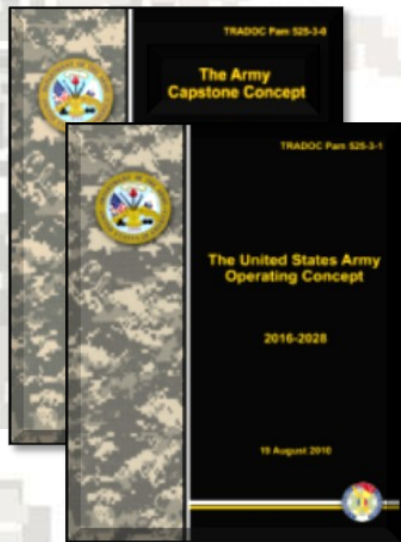
# Doctrine 2015: Our Body of Knowledge

**We have defined the future...**

**...An Uncertain  
Operational  
Environment**

**...An Operationally  
Adaptable Army**

**Now we must  
return to a doctrine  
based Army**



## **Doctrine 2015:**

**How We Operate**

**- A Common Professional Language**

- New, simplified and holistic doctrinal framework
- Accessible using the web or mobile devices
- Shorter, fewer, with easier & quicker updates
- Constant

**Adapting Ideas faster than the 21st Century Environment**

## **Doctrine 2015**

**Army Doctrine Framework**

**Publications**

**[15 ADPs]**

**Fundamental principles**

- Combined Arms Maneuver
- Wide Area Security
- Mission Command

**14 of 15  
Complete**



**Army Doctrine Reference Publications (ADRP)**

**[1 per ADP]**

**Detailed information on**

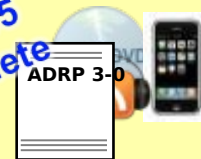
**fundamentals**

**Field Manuals (FM)**

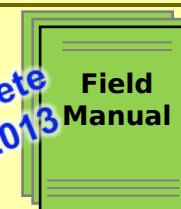
**[50 FMs]**

**Tactics and Procedures**

**13 of 15  
Complete**



**All  
Complete  
Dec 2013**



**Techniques**

**Input through wiki version**

**Authenticated by**

**commandants**

**Interactive Media,**

**Podcasts, Mobile APPs**

**All  
Complete  
Dec 2015**



**All  
Complete  
Dec 2015**



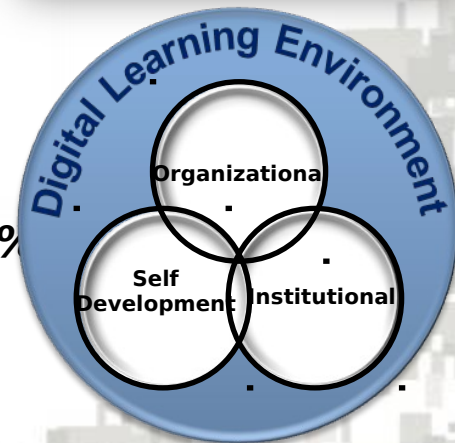
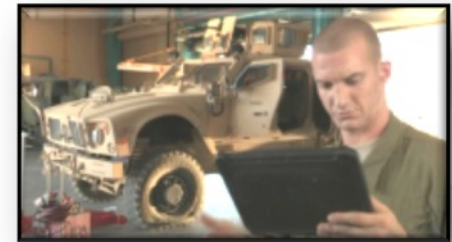




# A Revolution: the Army Learning Model



- Extension of the school house - Defense Language Institute's Broadband Language Training System - real time distance learning language training tool for over 18 languages
- Learning at the point of need - CASCOT Mobile Applications, provides apps for Contracting, PMCS tips, TTPs and others
- Adaptive, career long learning - Structured Self Development (SSD), starts in AIT and continues thru Sergeants Major Course
- Relevant, challenging context - SSD Lessons include COIN Principles, Squad Drills, Detainee Ops, Army Writing Style
- Self-structured learning - 26k completed SSD1
- Virtual training - Training Brain Operations Center (TBOC) support to 71 rotations
- Track progress - Army Career Tracker over 275k users, career fields includes 100% enlisted & 70% officer
- Soldier available, develop
- Wikis, blogs apps
- face, addi g





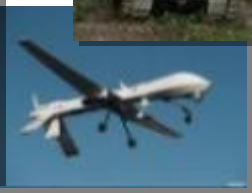


# The Squad: Achieving Overmatch



## Networked

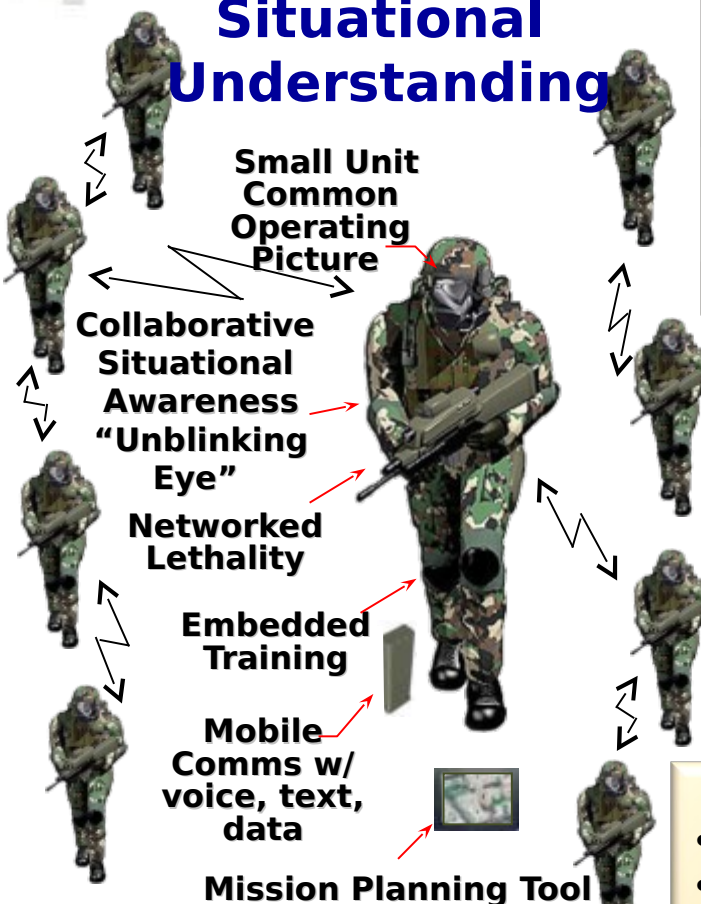
- Improved Situational Awareness
- Shared Situational Understanding
- Integration into Lethal Effects
- Real time link to Intelligence



## Mobility, Energy, & Force Protection

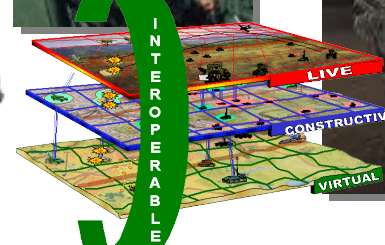
- Portable Obstacle Clearing
- Lightened Loads
- Increased Power Capacity
- IED & Explosive Detection Capability

## **Situational Understanding**



## Lethality

- Precision Targeting & Fires
- Unmanned Sensors (see ahead / over / through)
- Determine Friend from Foe
- Supporting Weapon Platforms
- Improved Mission Planning



## Human Dimension

- Leader Development
- Cultural, Civil, & Language Proficiency
- Integrated Training Environment
- Comprehensive Soldier Fitness

## **...Operating Under Mission Command**

**Tactically and Technically Proficient, Fully Trained and Empowered Squads**





# ***Maneuver Conference***

***General Robert W. Cone***

Commanding General  
United States Army Training and Doctrine Command

***18 September 2012***





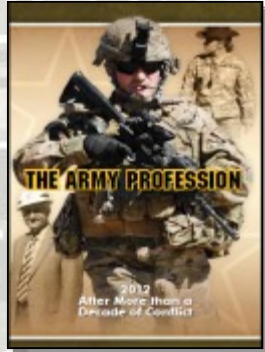
# Executing the Human Transition

**Capture the Imagination and Experience of our Soldiers**

## The Army Profession

Army Profession Campaign

- Defining our Profession
- Professional Certification
- Strengthening Standards
- Improving Back



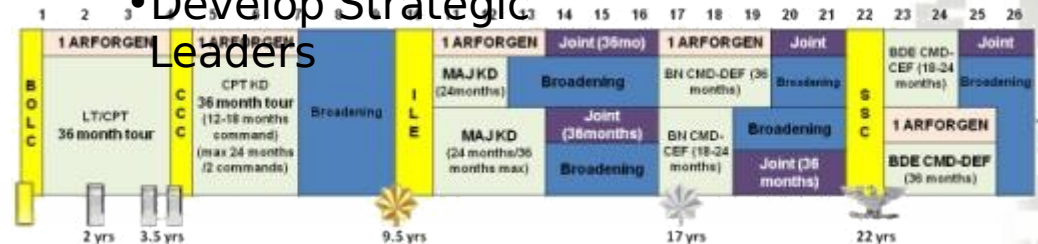
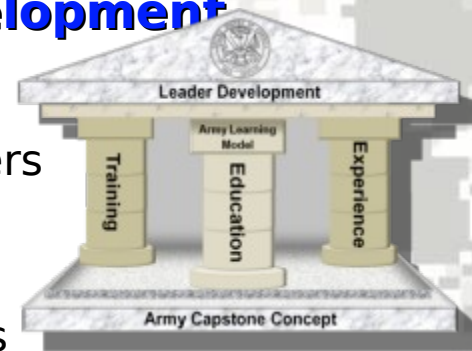
## Learning & Training

- Learning at the Point of Need
- Strengthen Professional Military Education
- CTC Capabilities at Home Station
- Reinvigorate Training Management
- Training focused on Real-World Scenarios
- Connecting Soldiers to Digital Applications
- Blended Training (Live, Virtual, Constructive, & Gaming) across Integrated Training Environment

& Leaders

## Army Leader Development Strategy

- Broadening of Leaders
- Better Talent Management
- Rebalance the Pillars
- Develop Strategic Leaders



**Innovative & Adaptive Leaders  
are the  
Key to Operational Adaptability**







# ***Leadership Thoughts***

---



- 1. Work hard to see ourselves**
- 2. Leadership is a privilege - command climate should show it**
- 3. It's all about teaching**
- 4. Consistency - no right to a bad day**
- 5. The importance of mentorship**
- 6. Transparency in all you do - it's a reality**
- 7. The challenge of modularity - seek help**
- 8. Mission Command - Intent Based Organizations**
- 9. Behavioral health challenges - suicides**
- 10. Our "Modern Families"**







# How do we know what we know...

## *Because we asked the force and they told us*

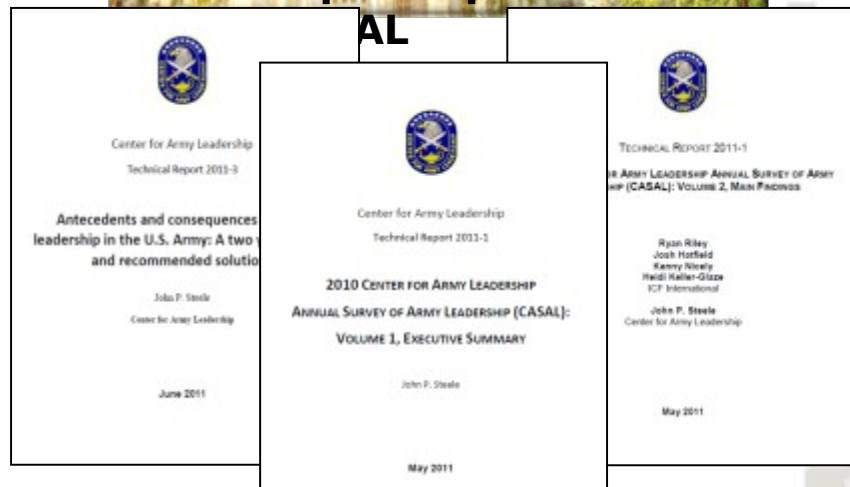


### Army Profession Methodology

- Surveys, Focus Groups, and Conferences
  - Two Army Wide Surveys: 41K Respondents
    - Survey I: Strengths and weaknesses of the profession
    - Survey II: Army Profession Strengthen Initiatives Identified gaps
  - Five major focus groups and 15 symposiums and conferences
- Social Media
  - Army Professional Forums (S3/XO Net, Warrant Officer Net, NCO Net) Facebook, Twitter, YouTube
  - Engaged the profession through social media: discussion monitored, captured, and analyzed
- Studies



**Over 22,000 active and reserve Army leaders and over 4,500 DA civilian leaders participated in the**



### CASAL

Center for Army Leadership Annual Survey of Army Leadership assesses and tracks trends (since 2005) in attitudes of leader development, the quality of leadership, and the contribution of leadership to mission accomplishment.





# Leader Development Studies



Study on Military Professionalism  
(AWC-1970)

Leader Development Study  
(CGSC-1987)

Development of Senior Leaders  
(ICAF-1993)

Leadership for the 1970's  
(AWC-1975)

Review of Education and Training for Officers  
(RETO-1978)

Survey of Officer Careers  
(HRRO-1996)

Officer Personnel Management System XXI Study  
(OPMS XXI-1997)

Army Distance Learning  
(ADL 2001)

Strategic Leadership Competencies  
(SSI-2003)

Competency Based Future Leadership Requirements  
(ARI 2004)

CASAL Report  
(CAL 2005)

CASAL Report  
(CAL - 2006)

CASAL Report  
(CAL - 2007)

The ATLDP Report (Officer, NCO, WO, Civ, Consolidated)  
(ATLDP: 2000-2005)

Challenging Time in DOPMA  
(RAND-2006)

RETAL-AL21  
(Army-2006)

Army Initiative #5  
(TRADOC-2007)

CASAL Report  
(CAL - 2008)

CASAL Report  
(CAL - 2009)

CASAL Report  
(CAL - 2010)

CASAL Report  
(CAL - 2011)

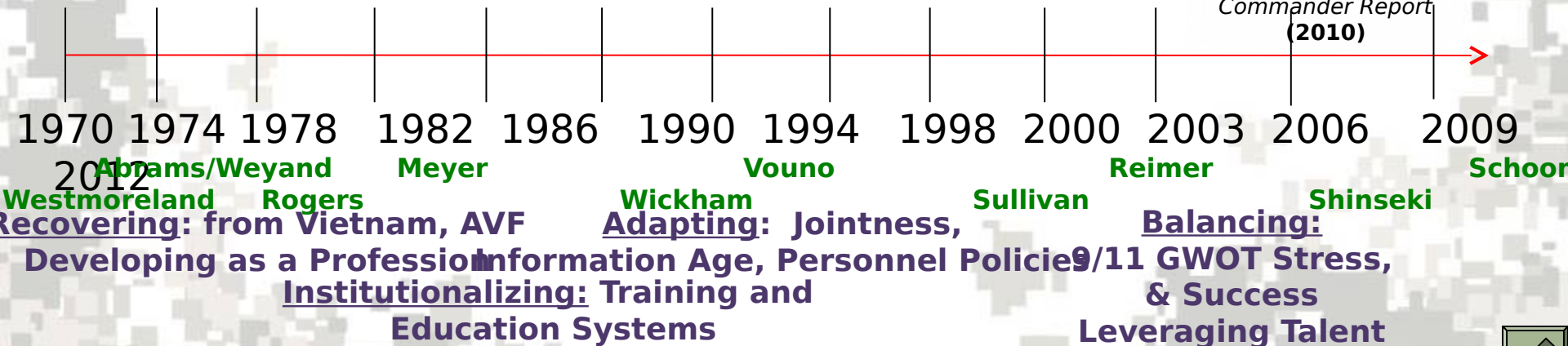
AP Campaign Report  
(CAPE - 2012)

Talent: Implications,  
(OEMA-2009)

Ingenuity Gap  
(CSIS-2010)  
Reserve Component Employment  
(Reimer-2010)

Division Commander Report  
(2010)

What We Heard  
CSA Transition Team  
(APR 2011)





# CASAL - CAL Annual Survey of Army Leadership



- The Leadership and Leader Development (LD) survey for The Army.
- Annual surveys since 2005 amassing over 32 million data points.
- Surveys Army Active & Reserve NCOs, WOs, Officers and civilian leaders with accuracy up to 99.4%.
- 100 to 200 questions about leadership (FM 6-22) and LD (AR 350-1).
- Identifies leadership and leader development trends and emerging issues.

- Demonstrated capability to answer special queries and conduct special studies:

- Civilian only data, Jr. NCO only data, etc.
- Toxic leadership (CSA directed for 2010)
- Climate (VCSA)
- Return on Investment (TRADOC CG)
- Officer quality (CSA to CJCS)
- Professional Military Education (CAC CG)
- AMEDD LD Study (TSG)
- Comprehensive Soldier Fitness
- Leadership Performance Baseline (SA/CSA)
- Officer Education System Redesign

	Targeted Sampling Error By Rank Group & Cohort	Achieved Sampling Error for Rank Group & Cohort	Sampling Error Combining All Uniformed Responses	Total Responses
2005	+/- 5%	+/- 4 - 7%	+/- 1.9%	2,655
2006	+/- 5%	+/- 2 - 5%	+/- 1.4%	5,295
2007	+/- 5%	+/- 2 - 6%	+/- 1.3%	5,711
2008	+/- 5%	+/- 3 - 6%	+/- 1.5%	4,459
2009	+/- 2.5%	+/- 1 - 3%	+/- 0.7%	21,577*
2010	+/-	+/- 1 -	+/- 0.6%	28,511

Sampling Errors at 95% Confidence for CAL Annual Survey  
 Sampling changed in 2009 to increase accuracy to +/- 2.5%  
 \* Responses Army Civilian Leaders also sampled 2009 - 2011

